City of Alexandria, Virginia
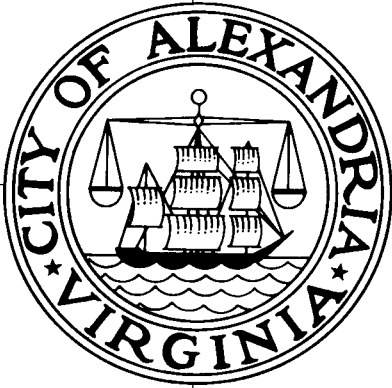
ANNUAL REPORT 2003

City of Alexandria, Virginia

ANNUAL REPORT 2003

November 2003

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Neighborhoods

OPEN SPACE MASTER PLAN

In cooperation with the Park and Recreation Commission, the Planning Commission, the Environmental Policy Commission and in conjunction with an extensive community process, Alexandria City Council approved a comprehensive open space master plan this year. This plan establishes a framework for addressing Alexandria's short- and long-term open space needs. It defines an approach that maximizes the City's limited open space opportunities by creating a system that builds upon the City's dense, urban conditions. It acknowledges the need to protect existing open spaces and identifies additional open space opportunities for the future.

OPEN SPACE FROM DEDICATED FUNDING

As a follow up to the approved Open Space Master Plan, the City Council voted to dedicate the revenues derived from one cent of the City's real estate tax rate to the acquisition of open space beginning with the 2003 real estate taxes. This action will raise about $2 million per year and will provide the City significant funds to acquire additional open space.

TRAFFIC CALMING

During FY 2003, the Neighborhood Traffic Calming Program implemented two traffic calming projects and assisted communities with an additional 12 projects, which are in various stages of development. The revised *Neighborhood Traffic Calming Program Guide*, which explains the process for citizens who wish to obtain traffic calming on neighborhood streets, was released, as well as the Program's web site, www.AlexTrafficCalming.org. The Traffic and Parking Board acted on eight applications for traffic calming projects. Some notable projects built during FY 2003 were on North Morgan Street and West Taylor Run Parkway. Traffic calming projects throughout the City have been effective with an average drop in 85th percentile speeds of approximately 8 mph when raised measures, such as speed cushions and speed tables, are included.

WOODROW WILSON BRIDGE NEIGHBORHOOD TASK FORCE

The Woodrow Wilson Bridge Task Force continued its efforts to serve as a check on Bridge construction activity and help ease the impacts of this major roadway construction on Alexandria's neighborhoods. The Task Force, which has eight citizen members representing civic associations, is co-chaired by Mayor William Euille and Councilman Andrew Macdonald. The group, which meets monthly, has been instrumental in getting concessions for Alexandria citizens such as noise mitigation, haul route restrictions and work hour limitations that reduce the inconvenience and discomfort that nearby residents must endure.

SKATEBOARD PARK

Alexandria's first skateboard park, located at Luckett Field, was constructed in 2003. This successful initiative was a collaborative effort involving the City, many youth, and a group of private citizens who provided over $44,000 in contributions. Total project cost was approximately $400,000.

ESSEX HOUSE

Declining conditions at Essex House, a private high-rise apartment complex in Alexandria's West End, caused the City to form a task force to review conditions at Essex House and make recommendations to the City Manager. The Task Force included staff from six City departments, Alexandria City Public Schools, Winn Residential Company (property management company for Essex House), Homes for America (non-profit owners of Essex House), Alexandria Library, and the Alexandria Redevelopment Housing Authority. The Task Force met monthly for six months and now meets on a quarterly basis.

The Office on Women's Domestic Violence Program opened up a satellite location in conjunction with the Alexandria Police Department at Essex House, primarily due to two domestic homicides and an escalating number of calls for service that were related to domestic violence. This community outreach office provides resource referrals, crisis counseling, safety planning, school supplies for children, cell phones for victims in danger, clothing and overall support for those in crisis. The office coordinated anti-domestic violence community events, developed a residents advisory board, and coordinated three community resource fairs to bring community resources into Essex House so that residents could become familiar with agencies that could assist them.

Conditions at Essex House have continued to improve. In August 2002, the occupancy rate at Essex House was 72%; in February 2003, the occupancy rate was 93%. Calls for service to the Alexandria Police Department for Essex House declined by over 20% in calendar year (CY) 2002 from CY 2001; in CY 2002, there were 343 calls for service, down from 434 calls in CY 2001.

Neighborhoods

BACKFLOW PREVENTER PROGRAM

In order to address citizen needs relating to an aging public sanitary system, the City implemented the Backflow Preventer Program. The program addresses citizen needs arising during intense storms and periods of high groundwater, which can cause sewage to back up into residences and businesses.

The City is working on a Capital Improvement Program project to correct these problems in the Four Mile Run and Commonwealth sanitary sewer service areas. This project includes evaluation, design of needed repairs to sanitary sewers and manholes, and construction of these repairs.

The first phase of the project involves the Four Mile Run sanitary sewer area, to be followed by the Commonwealth area. Repair and rehabilitation work will consist of relining and replacing sanitary sewers in public rights-of-way that have been identified as damaged. The work will also include repairing leaking manholes and replacing manhole covers that now allow storm water run-off to leak into the sewers. Design is underway, and work in the Four Mile Run service area is expected to begin in the winter/spring of 2004 and to finish in spring of 2005. Work in the Commonwealth area is anticipated to begin in the summer of 2004 and to finish in the summer of 2005.

HUNTING TOWERS AND HUNTING TERRACE

The City worked with the Virginia Department of Transportation (VDOT) to cap and reduce rents at Hunting Towers and Hunting Terrace. These two apartment complexes, which are owned by VDOT and are located on South Washington Street at the base of the Woodrow Wilson Bridge, have been significantly impacted by the bridge construction. These actions reversed rent increases implemented after VDOT purchased the property in November 2001.

ARLANDRIA NEIGHBORHOOD PLANNING PROCESS

In this process, the City brought Arlandria's business and residential communities together to identify shared goals, values and expectations for the future of the neighborhood. This led to community agreement on the need to enhance its neighborhood retail district by attracting new businesses, a goal to be achieved through zoning incentives, streamlined regulations and expedited development review. In response, a Neighborhood Retail (NR) zoning district was adopted, which eliminates the special use permit hearing process for a number of uses (such as restaurants and live entertainment) desired by the community. Specific standards were developed that allow these uses to be reviewed administratively, thus expediting applications. The NR zone provides flexibility in the application of parking regulations, and encourages small lot infill development.

Community Development
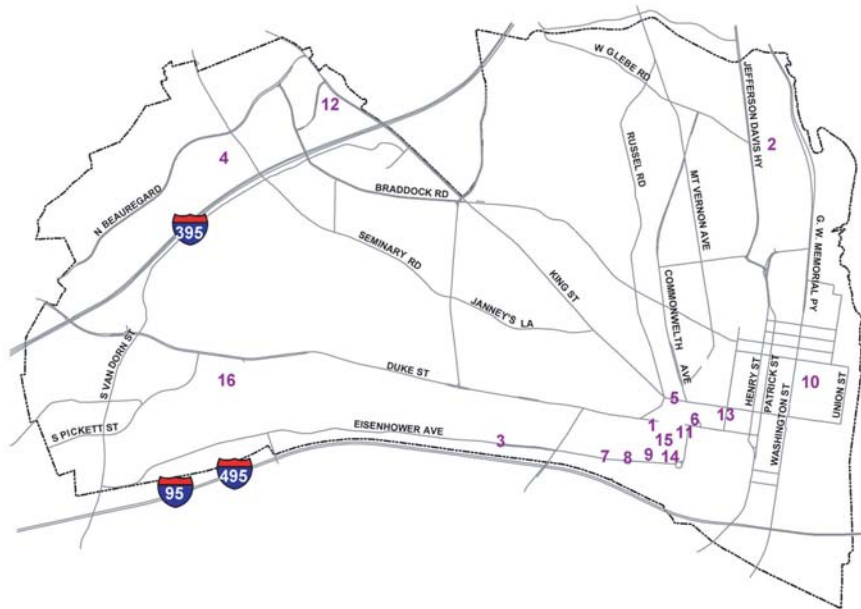
Status	No.	Name	Address	Hotel s.f.	Retail s.f.	Office s.f	Residential Units
Approved Plans							
	1	Carlyle	Dulaney St	300,000	20,364		669
	2	Potomac Yard*	Jefferson Davis Hy	500,000	135,000	1,900,000	1,912
	3	Alexandria Tech Center V, VI	2930 Eisenhower Av			256,000	
	4	Mark Center*	Mark Center Dr			1,367,500	
	5	1708-1710 Prince St	1708 Prince St			33,527	
	6	Table Talk Office Bldg	1623 Duke St			40,583	
	7	Hoffman Center	2301 Eisenhower Av			493,460	
	7	Hoffman Center*	2301 Eisenhower Av	270,000	20,000	3,883,470	350
	8	Mill Race/Trammell Crow	2201 Eisenhower Av		15,905	252,605	695
	9	Patent and Trademark	1950 Duke St			138,751	
Under Construction							
	10	Samuel Madden	409 N Pitt St				152
	11	Whole Foods	1700 Duke St		42,109		114
	12	Northhampton Apts	3101 N Hampton Dr				550
	13	Statistical Society	124 S West St			30,630	
	14	Patent and Trademark	1950 Duke St			2,468,466	
	15	Carlyle Place	2501 Jamieson St			140,391	
	16	Cameron Station	5010 Duke St		10,500		

* Concept Plans

Footnote: Projects as of June 30, 2003

Community Development

SAMUEL MADDEN REDEVELOPMENT

Since 1989, the City's goal for the two block area of public housing on North Fairfax Street known as "the Berg" has been comprehensive redevelopment, which would include the construction of replacement public housing units. City Council unanimously approved an innovative public/private partnership plan which provided for the construction of 152 residential units on the Samuel Madden site (52 of which would be public housing units and 100 units would be market rate townhouses for sale to the public) and 48 other public housing units on three other sites in the City. In addition, federal tax credits were awarded to these projects, providing nearly $9 million toward the plan's completion.

AFFORDABLE HOUSING OPPORTUNITIES

In FY 2003, the Office of Housing undertook two new study initiatives. One was to develop a new entity for providing affordable housing in the City. This resulted in City Council establishing the affordable housing work group to consider multiple options and make a specific proposal to the Council in the fall of 2003. The other initiative was to develop a way to provide affordable assisted living in the City. An Assisted Living Work Group was formed to study options and make a specific proposal to Council in the spring of 2004.

In FY 2003, the Office of Housing closed 42 loans under the City's homeownership assistance programs. These programs provide second trust financing for first-time home buyers who live or work in the City. FY 2003 loan totals reflect a 68% increase over the number of loans made in each of the past two fiscal years. In addition, 13 loans were provided to current homeowners to enable needed rehabilitation activities to take place.

Programmatic changes approved by City Council in FY 2002 contributed to increased levels of loan activity. These changes included increases in the maximum loan limits (from $25,000 to $35,000 in one program and from $15,000 to $20,000 in another), the development of the Seller's Incentive Fund, and streamlining of the City's loan processes. Increased marketing of City homebuyer assistance has also served to greatly increase program participation.

EISENHOWER EAST SMALL AREA PLAN

In May 2003, Council approved the Eisenhower East Small Area Plan chapter of the City's Master Plan, which outlines a dynamic vision for the area's future growth. The 18-month process led to a plan that is focused on land uses, transportation impacts and enhancements, economic analysis, and design considerations. In the process, consensus was reached among business and land owners, residents and staff for maximizing utilization of mass transit, reducing reliance on the automobile, coordinating design and integrating public amenities, and creating a vibrant environment of distinctive architecture, a mix of businesses, residences and retail spaces, and attractive boulevards, parks and gardens.

The City is already seeing a strong market response to the Eisenhower East plan, in the form of high-quality residential, retail and commercial development proposals for the area.

MILL RACE DEVELOPMENT

This project, at the corner of Eisenhower Avenue and Mill Road, was approved by Council in September 2002. It will consist of about 700 condominium, apartment and affordable housing units. The proposal also includes a 225,000 square foot office building. It incorporates approximately 31,000 square feet of critical new retail space, and provides an area for a future Metro platform, as well as funding for future park linkages with adjacent new developments. The project is an excellent example of "smart growth" as it provides for transit-oriented mixed-use development adjacent to the Eisenhower Avenue Metro station.

PTO ON-SITE INNOVATIONS

The City's Office of Code Enforcement opened a field office at the Patent and Trademark Office (PTO) construction site in an effort to expedite the plan review and permitting process. The field office is staffed by three full-time employees from Code Enforcement – an engineering aid, Code Enforcement Architect and field inspector – under a compensation agreement with the project developer.

During FY 2003, the City's PTO field office viewed approximately 274 new building and trade permit applications and code modifications for the 10 buildings presently under construction for the project. In addition, about 92 revisions to these permit drawings were processed, and 42 shop drawings were reviewed in this same time period. The on-site field inspector performed 15 to 20 inspections per day. In addition, the office collected approximately $2 million in permit, revision, and inspection fees.

Community Development

FREEDMEN'S CEMETERY

Significant progress was made in FY 2003 toward the acquisition and enhancement of the Freedmen's Cemetery site. Located in the 1000 block of South Washington Street, the cemetery was abandoned by the federal government in 1869 after almost five years of use as a burial ground for African Americans who fled slavery. Today, portions of the site are located beneath a gas station and are part of a bluff overlooking the Beltway. In August 2002, an agreement between the City and the United States Department of Transportation was reached that defined a number of enhancements, and established a schedule and budget to guide the project, which will include the cemetery's acquisition by the City, an archaeological investigation of the site, the protection of graves, and the design and construction of amenities for a fitting memorial to those buried in this cemetery. The City is cooperating with the Friends of Freedmen's Cemetery group and other stakeholders in this process.

POTOMAC YARD

The first phase of the development of Potomac Yard - - the Potomac Green project - - was approved by Council in May 2003. The project consists of 227 townhouse residential units and incorporates 2.5 acres of open space within the site, as well as a 16 acre public park. There remains 127 acres of undeveloped or underdeveloped land in the Potomac Yard which are subject to a land use concept plan approved by Council in 1999.

LLOYD HOUSE RENOVATION

During FY 2003, the City rehabilitated one of Alexandria's most historic buildings, Lloyd House, at the corner of Queen and North Washington Streets. The work included corrective repair to structural supports in the floors and walls, wall plastering, painting, floor refinishing and systems upgrades. The Alexandria Historical Restoration and Preservation Commission, which owns the Lloyd House, has leased Lloyd House to the City for use by the Office of Historic Alexandria. The space will be open to the public and will provide needed space for public meetings of boards and commissions. The garden and public rooms on the first floor will also be available a few times a year for private parties and receptions.

NEW FACILITY FOR HEALTH DEPARTMENT, CLUBHOUSE AND SUBSTANCE ABUSE TREATMENT

In June 2002, the City acquired a six-story property, at 4480 King Street, which will become the new main facility for the Alexandria Health Department, the Clubhouse and substance abuse treatment programs operated by the Department of Mental Health, Mental Retardation and Substance Abuse. The Health Department facility, located at 517 N. Saint Asaph Street, no longer meets modern building and space standards, lacks adequate patient parking, and is not convenient for the majority of City residents served by the Health Department. In January 2003, an architecture firm was selected by the City to design the new facility. General Services staff is facilitating the space planning and construction management for the new facility, with a tentative late spring/early summer of 2004 move-in date.

ECONOMIC INDICATORS

- Alexandria's unemployment rate was 2.5% in June 2003, down from 3.6% in June 2002, and below the unemployment rates for both Virginia and the United States.

- During June 2003, 82,393 eligible Alexandrians were employed, up from 80,856 in June 2002, an increase of 1%.

- The office vacancy rate for Alexandria was 10.8% for the second quarter in calendar 2003, below the second quarter vacancy rate of 13.1% for the D.C. Metropolitan region.

Environment

ENVIRONMENTAL HEALTH ASSESSMENT

In 2003, the Health Department began an environmental health assessment of the City. The assessment will help the City better understand the community's environmental health needs and provide useful technical data from which to set priorities for environmental health action. The information gathered will also assist in the strategic allocation of community health resources.

WEST NILE VIRUS

The Health Department increased its ability to respond to the threat of West Nile virus through increased mosquito trapping and identification activities, larviciding the drop inlets in the City's storm drain system, conducting extensive surveys and remediation of mosquito breeding areas, and increasing public education efforts. The City had only one reported case of West Nile virus in a human in 2002. Surrounding Northern Virginia jurisdictions had 19 confirmed human cases of West Nile virus and two deaths.

HYBRID VEHICLES ADDED TO CITY MOTOR POOL

The City purchased two gasoline-electric hybrid Toyota Prius sedans to add to the City's motor pool. The Prius primarily operates on a battery-powered electric motor and utilizes a gasoline engine to re-charge the batteries and assist the vehicle on hills and highways. The purchase of the Prius will reduce fuel consumption and costs significantly over the vehicle's life, and will emit far less pollutants than a fully gas-powered car. Over time, the City hopes to replace all non-emergency sedans with hybrids.

STORM WATER MANAGEMENT PLAN

The City received state approval of the Municipal Separate Storm Sewer System Permit in July. This included approval of the City's Storm Water Management Plan for the next five years. The plan identifies requirements needed to reduce the pollutants in storm water being discharged in the Potomac River Chesapeake Bay Watershed to the maximum extent practicable, and thereby protect water quality.

Traffic & Transportation

DASH EXPANSION

The City acquired 10 acres of property between South Quaker Lane and Roth Street for a facility to house an expanded bus fleet. The construction of a new facility is needed to meet the future needs for Alexandria bus service, as identified by the Year 2020 Regional Mobility Study. This newly acquired land will enable the City to build a bus operations and maintenance facility, expand service for under-served areas within the City, and increase service frequency to achieve industry acceptable headways for transit users.

KING STREET METRO STATION ENHANCEMENTS

Several improvements were completed in the King Street Metro Station area. These include the new north entrance on King Street to improve connectivity between the Metro station and Alexandria Union Station, drainage improvements along King Street between Cameron Street and Russell Road, and pedestrian improvements around Alexandria Union Station.

In conjunction with the Duke Street Pedestrian Concourse that is being privately constructed, the City and WMATA have completed design concepts for improved pedestrian connectivity between the concourse north portal and the Metro station entrance. Construction of these improvements are scheduled to be completed on or before the June 30, 2004, opening of the Duke Street Pedestrian Concourse. In addition, a new mezzanine entrance to King Street Station is to be constructed on Cameron Street at Commonwealth Avenue. A design-build contractor will be selected in December 2003, and construction will begin in spring of 2004 and be completed in fall of 2005.

MILL ROAD

Phase I of the Mill Road project was completed in FY 2003. This project realigned and reconstructed Mill Road from Roberts Lane on the east to the Telegraph Road overpass on the west. The finished roadway is designed to accommodate 20,000 projected trips per day. Phase II of the project extends Mill Road west from the Telegraph Road overpass to Eisenhower Avenue, beyond the new Department of Motor Vehicles center. The study and design for Phase II were completed in FY 2003, and construction is scheduled to be completed in FY 2004.

Traffic & Transportation

COMPREHENSIVE TRANSPORTATION POLICY AND PROGRAM

Phases I and II, data collection and community input, of the Comprehensive Transportation Policy and Program project were completed in early fall of 2003. Phase III, policy and program development, will be underway through early 2004. Upon completion of Phase III, a draft transportation policy and program will be submitted for consideration and adoption.

EISENHOWER-DUKE CONNECTOR

A City Council appointed task force reviewed transportation and traffic alternatives to connect Eisenhower Avenue and Duke Street in the area bound by Telegraph Road, Van Dorn Street, Duke Street and Eisenhower Avenue. The review was to determine the pros and cons of constructing one or more roadways connecting these two major arterials. City Council held numerous work sessions and meetings on the subject. After considering recommendations from the task force, Council voted to continue studying the need for such a roadway, possibly as part of the City's study of the western portion of the Eisenhower Valley.

WMATA FUNDING

In FY 2003 the City paid $15.7 million as its share of the operating deficit of the regional Metrobus and Metrorail system. This $15.7 million was comprised of $2.7 million in City funds, $1.6 million in regional gas tax revenue, $9.0 million in state funds and $2.4 million from miscellaneous other sources. In addition to operating payments, the City provided $3.7 million as its share of the region's Metrobus and Metrorail capital improvement program. This was comprised of $1.0 million in City funds and $2.7 million in state funds. It is expected in FY 2005 and beyond that the regional transit authority which operates Metrobus and Metrorail will need substantially increased local financial support unless the state and federal government materially increase their planned financial contributions.

EISENHOWER VALLEY MULTI-USE TRAIL

The City was awarded $296,000 in federal funds to complete the first phase of the Eisenhower Valley pedestrian and bicycle trail. This funding supplements the $372,000 the City received in 2002 for the trail. The two-mile section of trail in Phase I runs from Hensley Park to Telegraph Road. Construction work on the trail is expected to begin in February 2004 and to be completed in September 2004.

SNOW COSTS

Due to the record snowfall of this past winter, the City incurred snow-related costs of approximately $1.5 million. These costs included snow removal, employee overtime, contract services, and equipment repairs and maintenance and supplies relative to snow removal efforts at City roads, parking lots and buildings. Since these costs were above the budgeted amount of $300,000, in June 2003, City Council approved a supplemental appropriation to offset the snow contingencies that were not reimbursable from the Federal Emergency Management Agency.

INFRASTRUCTURE IMPROVEMENTS

During FY 2003, $12.5 million was expended on road improvements, including a major project to realign Mill Road, maintaining and repaving City streets, sidewalks, curbs and gutters. In addition, another $3.7 million was expended on repairing and maintaining the City's sanitary and storm sewer infrastructure, and $.6 million was spent on municipal waterfront improvements.

ROUTE 1 TRANSIT STUDY

The Route 1 corridor, particularly adjacent to Potomac Yard, will undergo significant development pressures over the next 10 years. Earlier studies have determined that private automobiles alone can not meet these needs adequately. Additional transit service must be used to serve this corridor. The first step required to fund such a transit system is to conduct an analysis of different transit options.

The Virginia Department of Rail and Public Transportation contracted with a consultant to perform such a study. This study indicated that there was sufficient projected transit demand to justify some type of higher capacity transit in the area. The study established that a new Metrorail station, bus rapid transit, and a light rail line are feasible means of addressing this transportation need. The next step in obtaining federal funds for any of these

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Alexandria's Department of Transportation and Environmental Services replaced many of the old metal street signs at intersections along Duke and Van Dorn Streets with new 4-foot, easy to see illuminated signs suspended from traffic signal arms.

Traffic & Transportation

options is to develop an environmental impact statement which will analyze all of these options in depth, and recommend an option to pursue, based upon economic, engineering and social factors. The City has submitted a request for Regional Surface Transportation funds and a request to the commonwealth to partially fund such a study. The City is also exploring other avenues for obtaining federal funds for this project. If these requests and those of others are honored, the next phase of determining what type of high capacity transit will be employed in the corridor will commence.

TAX REFERENDUM VOTE

A regional transportation funding referendum was supported by Alexandria voters (51%) in November 2002, but the referendum failed in Northern Virginia. The proposal was expected to produce $140 million region wide in its first full year, or about $4.4 billion over 20 years. Seven projects on the list, totaling about $210 million, would have benefitted Alexandria, and additional projects would have been added in later years.

Services to Citizens

COMPREHENSIVE SERVICES ACT

In compliance with the Virginia Comprehensive Services Act (CSA), the City provides a wide variety of necessary services to high-risk youth. The goal of the CSA is to provide high quality, child centered, family focused, community-based services to high-risk youth and their families. Services range from clothing for foster children to placement in residential facilities for highly specialized treatment programs for emotionally and behaviorally disturbed youth. Services are funded through a required state/local match (47% state / 53% City) and are managed by City agencies. In FY 2003, 405 at-risk youth received CSA services, an increase of 20% over FY 2002. Increases in foster care caseloads accounted for much of this significant, and financially challenging, service increase. During FY 2003, 80 youths received treatment foster care services, 31 received foster care residential treatment, 71 attended private special education schools, and four with special education needs were served in residential facilities.

The financial impact of the CSA program on the City is significant. Although state dollars help fund the program, the City is required by law to provide all necessary and agreed upon services to these at-risk youth and to pay 53% of the costs of the services, budget constraints notwithstanding. Over the past 10 years, total CSA expenditures have averaged $5.5 million annually. In FY 2003, however, expenditures were $6.9 million, an increase of 26%. As a result, the local funding match exceeded the amount of City funds budgeted for the program by $1 million, and an additional $1 million in City funds is needed to fund the projected CSA caseload in FY 2004. Increasing CSA case loads presents a major fiscal challenge to the City.

TAX RELIEF FOR THE ELDERLY AND DISABLED

City Council expanded the real estate tax relief program for the elderly and disabled in FY 2003. Under the expanded program, applicants with total combined household income of $40,000 or less may receive a full real estate tax exemption, those with a total combined household income between $40,001 and $50,000 may receive a partial real estate tax exemption (50% of their taxes), and those with a total combined household income between $50,001 and $62,000 may receive a partial real estate tax exemption (25% of their taxes). It is estimated that 170 additional homeowners were able to take advantage of this program, with nearly all 530 existing program participants receiving substantial increases in tax relief benefits.

REAL ESTATE TAX RELIEF		
	2002	2003
Eligible Applicants	530	700
Tax Exemptions & Deferrals	$1,002,942	$1,640,193

OUR KIDS-OUR BUSINESS CAMPAIGN

The Department of Human Services continued the Our Kids-Our Business Campaign to educate the community on preventing, identifying and reporting child abuse and neglect, as well as to recruit foster and adoptive parents. The campaign is part of the Alexandria Child Welfare Partnership, which was a response initiated in the summer of 2001 to the death of a child in the City's foster care

program. The campaign utilizes a variety of communication methods in order to get its message out, including brochures, a web site, a video and community presentations. The OK Campaign's major education medium is a 20-minute video designed to engage the viewers and presenters in a discussion of the issues involved in child abuse and neglect cases. The goal of the OK Campaign is to provide to the public the knowledge and confidence they need to report suspicions of child abuse and neglect, and to increase the number of foster and adoptive parents within Alexandria.

Since the OK Campaign began, reports of abuse and neglect have increased from an average of 53 reports a month in FY 2001, to 65 a month in Fiscal Year 2002, to 66 reports a month during FY 2003.

The campaign continues to work to increase the number of foster parents within the City. Alexandria has approximately 185 children in foster care, but only 10 of the department's 86 foster homes are located in the City. Outreach programs to recruit foster and adoptive families will be expanded in the next phase of the campaign, with an emphasis on finding families residing in the City.

ALEXANDRIA CAMPAIGN ON ADOLESCENT PREGNANCY (ACAP)

FY 2003 saw significant growth in the City's efforts to reduce the rate of adolescent pregnancy in Alexandria. In addition to the $100,000 allocated in FY 2003 by City Council, the program received grant funding from the Virginia Hospital and Healthcare Foundation ($50,000) and the Webmethods Foundation ($18,000 for FY 2003). The campaign developed a consistent marketing image and produced and distributed a teen magazine. Two issues have been produced to date with another scheduled for fall of FY 2004. The program also established a Parent Peer Education Program, which trains parents to become sex educators and go into their communities and conduct workshops for other parents on how to talk to their children about sex, love and relationships. The mentor and parent training is complete and the first workshops will begin in the fall of FY 2004.

AFTER-SCHOOL PROGRAM

The City's after-school program at the William Ramsay Recreation Center was licensed in FY 2003 by the state as a licensed day care center for children ages 5 to 12. The licensed program ensures that children who attend the center's after-school program are in a fully accountable program. This free program provides sports activities, music, dance, computer learning, homework help and arts activities. In addition, the staff works closely with school personnel to enhance what is taught in the classrooms. Ramsay is the first recreation center after-school program to be licensed.

JOBLINK ON-SITE LEARNING CENTER

*Job*Link, the City's employment program, established an on-site Learning Center in FY 2003 to provide basic and advanced computer skills training, as well as educational courses and workshops, to citizens seeking employment. The Learning Center is equipped with state-of-the-art computer hardware and software and video-teleconferencing capabilities, and is fully staffed with employment workers and instructors who offer direct services to *Job*Link users. Customers who utilize the Learning Center range from those with very limited computer skills and special needs, to employed persons come in to take advantage of free financial education workshops.

DRUG TREATMENT PROGRAM

Accreditation of the Community Services Board's methadone program, which provides treatment for persons who are recovering from narcotics addiction, particularly heroin dependency, was received in FY 2003 from CARF, an international rehabilitation accreditation commission. In order to receive CARF accreditation, the methadone program and CSB administration had to meet strict, international guidelines for the care of consumers and program organization. The longest possible accreditation, three years, was awarded. Compliance with CARF standards ensures that the methadone program consistently provides quality service to consumers and exceeds requirements for the receipt of funds.

GUIDE TO EMERGENCY PREPAREDNESS

The City participated in the creation of the 2003 Northern Virginia Guide to Emergency Preparedness, part of a cooperative effort sponsored by the Northern Virginia Regional Commission. The 16-page color publication provides residents, visitors, employers and employees with a comprehensive guide for preparing for emergencies. It includes tips on creating an emergency supply kit, making financial preparations, preparing for extended loss of power, and planning for the special needs of children and senior citizens. Copies of the guide are available from Citizen Assistance in City Hall, 703.838.4800.

Services to Citizens

ENHANCED SERVICE TO TAXPAYERS

The City's Finance Department revised most outgoing tax-related correspondence to include language in Spanish and expanded its Spanish-speaking staff in order to better assist Spanish-speaking taxpayers. In addition, a telephone line has been dedicated to Spanish-speaking taxpayers, with a fluent employee answering the line to assist with personal property tax questions and the vehicle registration process.

LIBRARY CIRCULATION

The Library circulated more books and multimedia items in FY 2003 than any time since the 1980s. The total number of items circulated for home use was 1,044,868. The number of visits to City library sites increased by 10% to 833,835. In addition, the number of library card holders increased to 125,815. Translated into circulation per card holder, each card holder borrowed eight items during the year.

COMMUNITY HEALTH ASSESSMENT

The Alexandria Health Department launched the Alexandria Community Health Assessment (CHA). The CHA will allow City organizations to prioritize resources and effectively focus on populations in need. The goal of the CHA is to ensure that the health community is strategically prioritizing resources, setting goals, effectively focusing prevention programs, and determining resources available to address health priorities.

CASE LOADS

- Public Assistance: Each month, an average of 564 families in Alexandria received Temporary Assistance for Needy Families (TANF) during FY 2003. This number is increasing from a low of 520 families served monthly in FY 2001. Each month, an average of 1,159 families in Alexandria received Food Stamps (non-TANF) during FY 2003, a 5% increase over FY 2002. Each month, an average of 4,380 families received Medicaid (non-TANF) during FY 2003, an increase of 4% over FY 2003 and an 18% increase over FY 2001.

- Employment Services: A monthly average of 1,919 adults and 206 youth received employment services through the City's programs during FY 2003. This is a 27% increase for adults and a 12% increase for youth over FY 2002.

- Adult & Aging Services: A monthly average of 418 adults were served during FY 2003. The City investigated an average of 13 reports of abuse or neglect of adults each month during FY 2003, an increase of 8% over FY 2002.

Public Safety

PUBLIC SAFETY CENTER SECURITY ENHANCEMENTS

The aftermath of the terrorist attacks on September 11, 2001, required that the City evaluate current levels of facility security on a City-wide level. As high-profile federal prisoners involved in terrorist and spy activities were being held at the City's Public Safety Center, the facility required a comprehensive security evaluation and a quick implementation of the improvements determined to be needed.

A staff team, along with selected consultants, was formed in late 2001 to address the need for a security review and to prepare a plan of action. The team developed plans to enhance the security of the Public Safety Center, including security perimeter walls and fencing, electronic security gates, vehicle barriers, salley ports for transfer of prisoners, and a visitor screening center, a detached facility where visitors will be screened by deputies before entering the Center.

At the close of FY 2003, all security enhancements were complete except the construction of the visitor screening center, which is expected to be completed later this calendar year. The $4 million Public Safety Center project overcame many different and competing factors, including obtaining federal funding authorizations based on progress estimates, difficult soil and site conditions, concurrent construction of an adjacent apartment complex and the need to coordinate with the Virginia Department of Transportation in relation to its Woodrow Wilson Bridge project.

UNDERCOVER TARGETING OF STREET-LEVEL NARCOTICS DEALERS

The Commonwealth's Attorney's Office worked closely with the Alexandria Police Department to complete prosecution of a series of street-level drug dealers arrested as the result of an undercover operation in which an officer purchased narcotics in small quantities. In April 2003, the APD Vice/Narcotics Section began a six-week undercover operation targeting street- level drug distribution. A patrol officer, on special assignment, was able to make 36 undercover buys of crack cocaine from 29 suspects, 21 of whom were City residents. This operation was an attempt to remove or disable one of the components of drug trafficking in the City, the street-level dealer. To date, the operation has resulted in the conviction of 20 defendants.

INCREASED STREET CRIMES ENFORCEMENT

In FY 2003, the APD's Street Crimes Unit was recognized by the Metropolitan Washington Council of Governments for its efforts in suppressing nuisance and drug-related crimes. During CY 2002, the Street Crimes Unit made 622 criminal arrests, and seized $21,401 worth of narcotics and contraband and $47,901 in cash and property. This represented a 46% increase in drug-related arrests, a 77% increase in narcotics and contraband seizures, and over three and a half times the amount of seized cash and property in CY 2001.

WATERFRONT FIRE SUPPRESSION SYSTEM

Enhancements to the fire protection system along the waterfront were installed in FY 2003. These enhancements consisted largely of the construction of a dry pipe system at the City's marina, which is inter-connected to existing hydrants with wet valves located at strategic points along the waterfront. This allows firefighters to connect hoses at the valves in close proximity to a fire, without the risk of taking a truck onto the marina decking or losing valuable time by running long lengths of hoses from remote hydrants or pump vehicles.

WIRELESS 911

The Alexandria Police Department implemented Phase II Wireless 911, a cutting edge technology that uses latitude and longitude data from cell phone providers to geographically locate wireless 911 callers to within 100 to 300 meters of their location. This information allows responders to more accurately locate cell phone users dialing 911. Phase II Wireless 911 allows the Police Department's emergency communications equipment to accept coordinate data from the cell providers and automatically plot that information on a City map, locating wireless 911 callers on that map. Alexandria is the first public safety answering point within the metro-DC area to implement Phase II Wireless 911, prompting a visit and demonstration of the technology from Federal Communications Commission Chairman Michael Powell in June 2003.

TACTICAL COMPUTER SYSTEM

The Alexandria Police Department's Tactical Computer System (Mobile Data Terminals) was recognized by the International Association of Chiefs of Police as one of seven finalists in the Webber Seavey Award for Excellence in Law Enforcement. The Police Department competed against a variety of initiatives from across the

Public Safety

world for this award, which emphasizes the deployment throughout police agencies. The innovation and department-wide use of the Mobile Data Terminals was apparent during the sniper incident in the fall of 2002 in which the mobile computers played a pivotal role in information dissemination and operational readiness.

SMALLPOX PRE-EVENT PLANNING

To facilitate preparedness and response to a smallpox event in the community, the Health Department has been the lead agency in the City's Smallpox Pre-Event Vaccination Program. The Health Department's response team consists of a core of public health staff who have been vaccinated and are prepared to respond to an epidemiological investigation related to an incidence of reported or suspected disease, as well as being prepared to operate mass vaccination sites should the larger community need to be vaccinated. The Health Department has also prepared a team of hospital workers who are vaccinated and trained to provide direct medical care for the first smallpox patients requiring hospital admission, and to evaluate and manage patients who are suspected as having smallpox. The prevention effort has also included training and collaboration with the Police and Fire Departments, as well as the Sheriff's Office.

COMMUNITY AWARENESS OF POTENTIAL THREATS

The Fire Department began providing awareness training to Alexandria civic groups and businesses on the threat of terrorism and how individuals, families and businesses can prepare at work and home to deal with any terrorist events. The training is designed to calm fears by providing a true understanding of terrorist threats and what the City has done to prepare for them. Also, two major drills on terrorism were conducted during the year. Operation Furies had more than 500 participants from City, state and federal agencies, and the City's EPICS drill tested the City's emergency preparedness by simulating a terrorist attack at the federal courthouse.

COMMUNITY SUPPORT

The Alexandria Community Services Board's Community Resilience Project, the City's post-9/11 outreach effort, continued to make a team of multi-cultural outreach workers available to the Alexandria community. The project offered counseling, information and referral, and community presentations on emergency issues. From July 2002 to June 2003, the project provided 31,822 crisis counseling and information and referral contacts, facilitated 1,012 educational groups with 19,212 participants, provided 824 referrals to area agencies, and distributed 117,862 pieces of educational and marketing material. Funding for the Community Resilience Project, provided by FEMA, ends in January 2004.

FIRE AND EMS

Fire Unit Responses
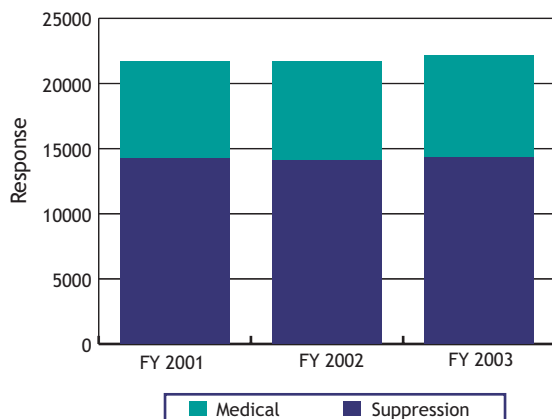
Medic Unit Responses
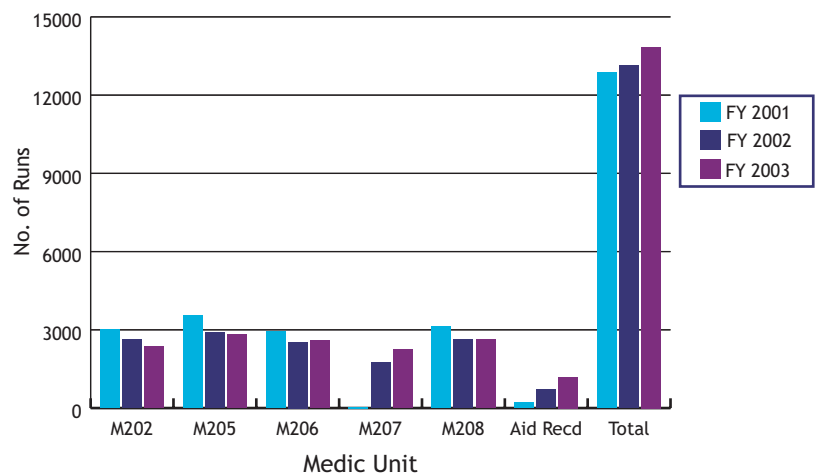
Public Safety

Part I Crime
FY 2001 - FY 2003

Total

Crime Type	FY 2001	FY 2002	FY 2003
Homicide	6	1	2
Rape	25	21	20
Robbery	152	193	178
Aggravated Assault	177	178	198
Burglary	569	549	478
Larceny	4,507	4,722	3,997
Auto Theft	758	749	781
Total Part 1	6,197	6,413	5,654

Legend: FY 2003, FY 2002, FY 2001

Crime Type
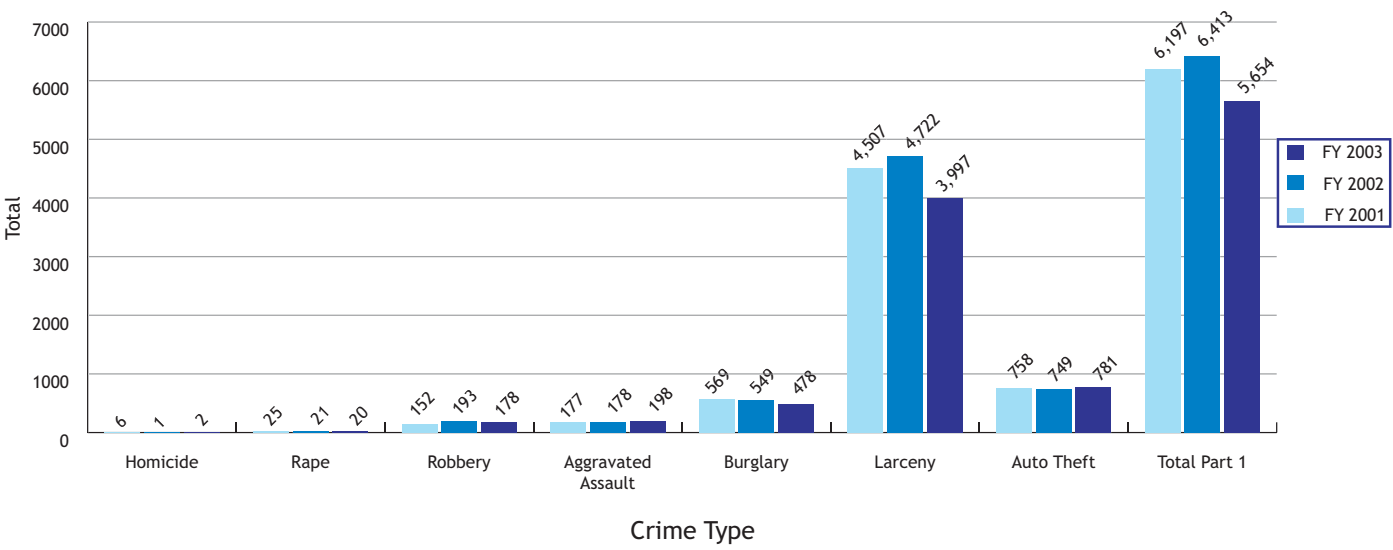
Calls for Service by Hour of Day and Day of Week
Fiscal Year 2003

Days: Sunday, Monday, Tuesday, Wednesday, Thursday, Friday, Saturday

Hours (Time): 0000, 0100, 0200, 0300, 0400, 0500, 0600, 0700, 0800, 0900, 1000, 1100, 1200, 1300, 1400, 1500, 1600, 1700, 1800, 1900, 2000, 2100, 2200, 2300

Legend: □ 0-200 ■ 200-400 ■ 400-600 ■ 600-800

Public Safety

Part I Crime Arrests
FY 2002 vs FY 2003

Bar chart titled "Part I Crime Arrests FY 2002 vs FY 2003". Y-axis labeled "Total" ranging from 0 to 600. X-axis labeled "Incident". Legend: FY 2002 (light green), FY 2003 (dark green).

Incident	FY 2002	FY 2003
Homicide	3	1
Rape	6	6
Robbery	51	46
Felonious Assault	87	104
Burglary	51	29
Auto Theft	34	46
Larceny	548	520

Technology

LAUNCH OF ENEWS YOU CAN USE

The City launched a new information service via the Internet called eNews You can Use. eNews is designed to provide rapid dissemination of information about the City to subscribers, at no charge, via email. Subscriptions are currently available in these areas: City News Releases, City Council Agendas, the monthly schedule of City Government Meetings, Board and Commission Vacancies, and the Alexandria Police Department's Daily Crime Report. Additional topics will be added during FY 2004.

> Sign up for *eNews You Can Use* by clicking on the *eNews* icon on the City's web site at http://ci.alexandria.va.us.

IMPROVED CITY WEB SITE

The City worked throughout FY 2003 to expand citizens' opportunities to access City services, learn about City activities and programs, and conduct business with the City through the Internet and the City web site.

The City of Alexandria continued to expand eGovernment in FY 2003 with additional opportunities for citizens to access City services, learn about City activities and programs and conduct business via the City's web site http://ci.alexandria.va.us. The top five eGovernment online services are: the bicycle map, City job opportunities, real estate assessments information search, DASH bus routes and schedules and the Alexandria Police Department daily incident report. Citizens can also:

- Obtain a certificate form for the Car Tax reduction.

- View the Solicitation Bid Board web page which lists procurement opportunities of $500,000 and higher.

- Use the online Permit Tracker to search for building, electrical, mechanical or plumbing permits applied for and issued during the last year.

Technology

- Visit to the Office on Women's web site to sign up for events, make donations, register for workshops or training sessions, read the office's newsletter and find information about the Commission for Women and its meetings.

OTHER WEB SITE IMPROVEMENTS

- Personnel staff developed and implemented a new Classification and Compensation web page which is accessible via the Internet and the intranet. This site contains the City's class specifications, describing the work of all classes in the City; the City's General and Public Safety pay plans; the City Council's adopted Compensation Philosophy; the City's Job Analysis Questionnaire (JAQ), used in evaluating jobs; and a Frequently Asked Questions (FAQ) section. For the first time, this information is available, on line, to citizens, other jurisdictions, and City employees.

- The Historic Alexandria Online Museum Shop was launched as the City's pilot e-commerce project. Web site visitors can purchase merchandise and publications offered by each of the City-owned museums, order tickets for events, and pay for memberships in the museums' Friends organizations. This project has improved business practices and provided more efficient service, as all City-owned museums have combined their products into one online shop, enabling users to purchase merchandise, tickets and memberships from more than one museum in a single transaction. The Online Museum Shop was launched in December 2002 and has resulted in increased sales.

- In May 2003, the Virginia Department of Health launched its new web site, www.healthspace.ca/vdh, providing information about food programs in all Virginia health districts, including Alexandria. Visitors to the web site are provided with a list of food establishments permitted and evaluated within the City of Alexandria, sorted by name and location. By clicking on each establishment, visitors can view inspections conducted after January 1, 2003. Currently, there is a seven day delay between completion of the inspection and the posting of results.

- Visits to the Library's home page increased by more than 37% to 228,683 during FY 2003. Use of individual pages on the site increased by 20% to 861,944. The web site provides the public with access to the online catalog, book renewal, and informational databases licensed by the Library. The online catalog now displays thumbnail images of book jackets, reviews of books, tables of contents and, for many listings, the full text of the first chapter.

GIS EXPANSION

The City's Geographic Information System (GIS) has progressed over the past year, creating efficiencies in staff work and in the storage and retrieval of a variety of types of information. Over the last year, the following GIS advancements were made:

- Global Positioning System (GPS) was acquired, making data collection (e.g., inventories of street signs, benches or fire hydrants) significantly more efficient in terms of time and accuracy. Already, work has been done on the King Street and Washington Street corridors.

- The conversion of paper tax maps to a digital format was completed, allowing staff using those materials to access them at their computer to map information that had been contained in a 283 page book.

- Significant progress was made in creating a web-based mapping system. This system will enable staff, and eventually the public, to access over the Internet, basic information, such as addresses, zoning, parcels, streets and similar information on all property in the City.

- Snow removal mapping was created to track citizens' complaints, City plowing and chemical treatment during snowstorms.

- The capacity to develop 3D Virtual Models was obtained, which allows citizens, the Planning Commission and City Council members to quickly visualize the physical impact of a proposed development.

- GIS software was used to convert historic maps to GIS layers, in order to increase the accuracy and efficiency of site plan review for the protection of archaeological resources. Staff now have a computerized version of the primary Civil War map that is used to determine historic site locations in the City, which enables staff to predict more quickly and precisely the locations of significant sites and assist in making decisions regarding archaeological work.

Technology

DISASTER RECOVERY PLAN FOR CITY DATA

During FY 2003, the Department of Information Technology Services (ITS) worked to create a Disaster Recovery Plan for the City's information technology system in the case of natural or man-caused events that disable the City's information technology system. In addition to identifying operating risks and implementing strategies to mitigate these risks, key ITS staff were involved in plan training and testing. Throughout FY 2004, staff will work to implement the recommended recovery strategies to further improve the short-term recoverability of ITS operations and services.

PUBLIC INTERNET ACCESS

The Library increased its number of computer terminals to 54, including four Spanish language terminals, which provides free public access to the Internet. Library card holders are allowed one hour of Internet terminal use per day. This service helps to close the "digital divide" in Alexandria by making the Internet available to those who do not have home, school, or business access.

CITYNET KIOSKS

To help reduce the "digital divide" within the ranks of City employees, the ITS Department installed seven CityNet kiosk PCs around the City. These kiosks provide CityNet (intranet) access to over 600 City staff whose jobs do not require them to use a computer. Prior to the implementation of this initiative, these employees had no means of accessing information available to computer-enabled employees via the City's intranet. Access to common forms, administrative regulations, employee related web sites, employee phone lists and a listing of upcoming events are some of the useful information provided on CityNet to which these employees can now obtain access.

FIRE STAFFING SYSTEM

The Fire Department implemented the new Telestaff system, a computer-based program for handling the complex staffing functions of fire departments. Since first-responding fire apparatus must be staffed 24-hours a day, seven days a week, personnel with specific training, skills and abilities must fill various positions in the field, including hazmat, advanced life support, and other specialties. Telestaff ensures this staffing is accomplished in an efficient and effective manner.

WEB-BASED AUTOMATED TIME AND ATTENDANCE MODULE

The City's ITS and Personnel Departments worked together to design, configure and implement "Kronos," the City's new web-based automated time and attendance module. Kronos provides the means for City departments to electronically track the time and attendance activities of all employees and prepare biweekly payrolls in a far more efficient and accurate manner. This application has been implemented in 17 departments and rollout to all departments will continue through FY 2004.

REDUCED TELECOM CHARGES

In FY 2003, a new contract was negotiated with Verizon that will save the City approximately $96,000 annually in telecommunications charges. In addition, approximately 3,000 telephone "land lines" that were not in use, and not needed as emergency back-up, were cancelled, realizing savings of approximately $72,000 annually.

CRIME STATS ADDED TO POLICE WEB SITE

The Alexandria Police Department web site, which now includes crime statistics, received 23,564 visits in December 2002 alone. Visits increased by more than 21,000 after the crime stats were added to the site. Visit the web site at www.ci.alexandria.va.us/police.

Fiscal Condition

REVENUE

FY 2003 actual General Fund revenues were $375.7 million, representing a 4% increase from FY 2002. About one-half of these City's revenues came from real estate taxes, with the other half coming from other local revenue sources and state and federal assistance. While revenue from real property taxes has been increasing, other sources of revenue have declined or held relatively steady. In the last two years, as state aid has diminished and the pressure on the residential taxpayer has increased, City Council and City staff have acted to conserve resources, increase the productivity and efficiency of the City government, and reduce property tax rates.

The City has been affected by the slowdown in the national, regional and local economy, which began in FY 2001 and continued through FY 2003. This slowdown has affected the City in many ways, most recently in a significant reduction in the amount of state aid which the City receives. In addition, the state has increased its

unfunded mandates, forcing the City to provide local funding for new and unfunded state requirements. State budget problems will most likely result in continued further state aid reductions and increases in unfunded state mandates.
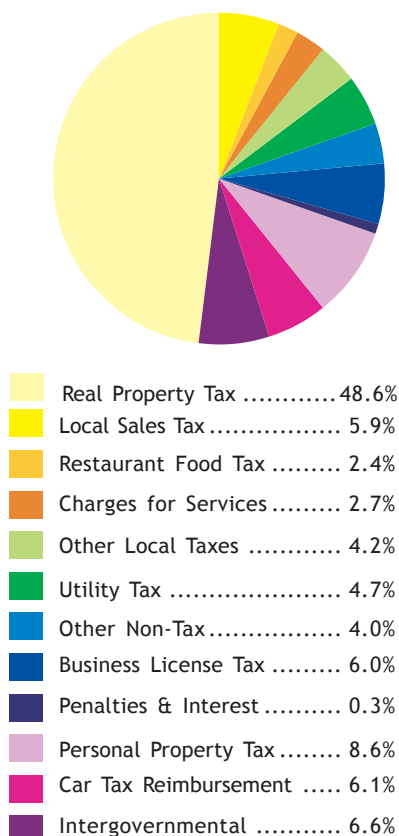
City intergovernmental revenues were down in FY 2003 as state support to localities was reduced due to state income tax, sales tax and transportation-related revenue shortfalls, and the increasing cost to the state of providing car tax relief. State budget problems will likely continue for the foreseeable future, causing additional reductions in intergovernmental revenue aid to the City in FY 2004 and in FY 2005, as well as reduced state-funded investments in street, highway and transit systems.

State aid reductions are comprised of direct cutbacks in specific programs, and the stagnation of state aid for programs where the City and state have historically shared funding. The City has lost state aid in the areas of education, law enforcement, criminal prosecution, tax collection, mental retardation and mental illness, and adult and youth correctional services. As a result, spending in some of these areas has been reduced. However, in most of the areas where the state has reduced its historical funding commitment, the City has elected to, and in many cases has been obligated to, continue delivering core services to the Alexandria community.

Helping to offset some of these decreases was an increase in the real estate tax base for CY 2002 of $1.64 billion or 11.2%, and an increase of $3.2 million or 19.9% for CY 2003, both largely due to higher single-family and multi-family residential property values. This increase enabled the City Council to reduce the CY 2002 real estate tax rate by three cents from $1.11 to $1.08, and expand the City's real estate tax relief program for Alexandria's elderly and disabled homeowners. Real estate tax revenues of $186.4 million for FY 2003 reflected both the approved three-cent real estate tax rate decrease and the overall 34% increase in the CY 2002 and CY 2003 real estate tax base. In May 2003, City Council approved a further reduction to the real estate tax rate, for CY 2003, of 4.5 cents to $1.035 – the lowest rate since 1976.

In both FY 2003 and FY 2004, City departments were required to institute savings plans and to turn back a portion of their already approved budgets. By the close of FY 2003, this two-year effort will have saved about $5.4 million. In addition, investments in technology have

General Fund Revenue

Real Property Tax	48.6%
Local Sales Tax	5.9%
Restaurant Food Tax	2.4%
Charges for Services	2.7%
Other Local Taxes	4.2%
Utility Tax	4.7%
Other Non-Tax	4.0%
Business License Tax	6.0%
Penalties & Interest	0.3%
Personal Property Tax	8.6%
Car Tax Reimbursement	6.1%
Intergovernmental	6.6%

Fiscal Condition

enabled the City to greatly improve the productivity of the City workforce – from police officers utilizing cutting edge wireless laptop computer technology in their police cruisers, to land use planners with three-dimensional GIS information at their fingertips, to our citizens and businesses reviewing assessments and recent neighborhood sales online.

MARKETING

In order to improve revenues, the City continued to partner with the Alexandria Convention and Visitors Association, the Alexandria Hotel Association, and the Old Town Business Association, and increased marketing efforts to entice groups, families and individuals, particularly tourists living within driving distance of the City, to visit, shop and dine in Alexandria. City Council authorized the continuation of the King Street based DASH About free shuttle, which runs from the King Street Metro station to Market Square on an ongoing basis on most Friday nights and on weekends.

In tandem with these promotions, the City provided free parking at meters on City streets and in City parking garages and lots in the evenings, on weekends and holidays from mid-November through the end of December 2002. Many local businesses noted an increase in customers derived from these free parking efforts. The City will be implementing this free parking promotion again during the 2003 holiday season.

In an effort to recover more of the costs associated with new development, City Council approved increases in development related fees such as sewer connection, planning and new building fire inspection fees. Voluntary developer contributions to the City's Housing Trust Fund substantially increased, helping the City preserve, as well as create additional, affordable housing opportunities for its residents.

OPERATING EXPENDITURES

Total actual expenditures from the FY 2003 actual operating and capital General Fund budget totaled $386.7 million and was financed by FY 2003 revenues and by $12.3 million in fund balance previously reserved for capital projects. Expenditure increases focused on compensation and benefit increases for City staff due to the need to remain competitive in this area, public safety initiatives, and debt service payments and cash transfers related to a substantially expanded City and School Capital Improvement Program.

The terrorists attacks of September 11, 2001, the subsequent incarceration of suspected terrorists at the City's Public Safety Center and their federal trials in Alexandria's Albert V. Bryan Federal Courthouse and, more generally, the City's growing resident and daytime worker population have prompted increased funding in the area of public safety. Expenditures in this area included funding for nine additional police officer positions to improve the Police Department's capacity to respond to calls for service, as well as nine deputy sheriff positions to address the post-September 11 need for improved security at the City's Public Safety Center.

To assist the City in increasing its ability to respond to emergency incidents, the federal government provided $8 million in one time public safety funding, primarily to purchase new equipment and to provide training for City first responders.

Other notable expenditures included utilizing a combination of General Fund, Housing Trust Fund, and Federal Department of Housing and Urban Development funds to establish a new $1 million annual fund to implement new affordable housing initiatives for City residents. In addition, City Council committed up to $3.5 million to assist with the funding of offsite housing units of the Samuel Madden Homes (Downtown) redevelopment project.

General Fund Operating Expenditures

Education	30.9%
Legislative & Executive	1.1%
Community Development	1.8%
Debt Service	4.8%
Parks, Recreation	6.0%
Public Works	7.8%
Courts/Constitutional	7.3%
Health & Welfare	9.5%
General Government	13.7%
Public Safety	17.3%
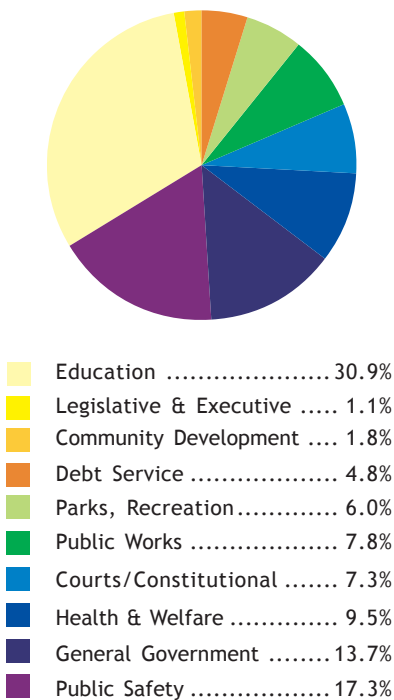
Fiscal Condition

CAPITAL IMPROVEMENTS

In FY 2003, the City's Six-Year Capital Improvement Program (CIP) totaled $183.8 million. During the year, approximately $54.7 million in local funds was provided for capital projects, including $19.6 million for school capital projects such as the expansion and renovation of the George Washington and Francis Hammond Middle Schools, as well as other school expansion and improvement projects.

The capital needs of the City school system, particularly T.C. Williams High School and the Minnie Howard Ninth Grade Center, have had, and will continue to have, a very significant impact on the City's future CIPs. Increasing City obligations for the capital projects of the regional Metrorail and Metrobus system will also significantly affect the CIP, as will the proposed new police facility. When funded, these priority capital projects may result in the delay or cancellation of many otherwise meritorious City and school capital projects, unless alternate sources of capital funding become available.
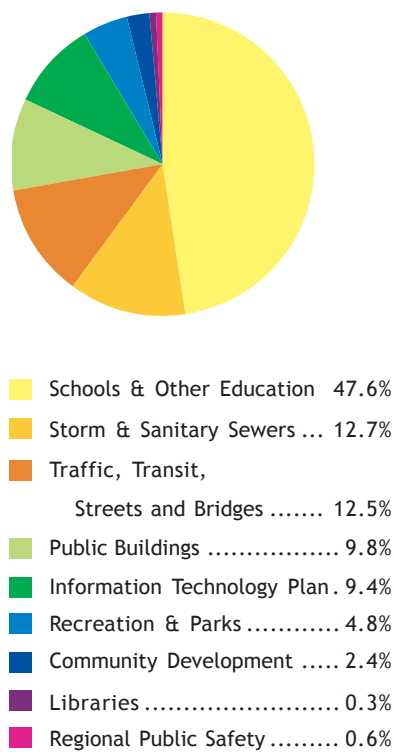
BOND RATINGS

Alexandria has been well served by City Council's adherence over the years to the City's Financial Policy Guidelines. This discipline has played a significant role in enabling the City to obtain and retain its top AAA/Aaa bond ratings. These independently assessed ratings reflect the Council and City staff commitment to maintaining Alexandria's sound fiscal condition.

FISCAL YEAR 2004 CHALLENGES

For the current FY 2004 operating budget, the City is faced with the probable slow growth of many business and consumer tax revenues. State funding reductions will continue to be a problem for both the schools and the City. Rising employee health insurance and pension costs and the need to keep City and school employee compensation competitive also will create budget pressures, as will the need for funding of expanded public safety programs and facilities.

In FY 2004, the Council and City staff will be looking for savings and efficiencies in the face of these budget pressures, while seeking to minimize the impact of rising residential real estate assessments. Absent a reversal in these trends, it is almost certain that, in FY 2005, the City will need to achieve substantial budget savings through the cutback in some services and programs, a curtailment in compensation increases (merit and COLA), or a transfer of some benefit costs to employees, or a combination of these measures.

FY 2003 - FY 2008 CIP

- Schools & Other Education 47.6%
- Storm & Sanitary Sewers ... 12.7%
- Traffic, Transit,
    Streets and Bridges 12.5%
- Public Buildings 9.8%
- Information Technology Plan . 9.4%
- Recreation & Parks 4.8%
- Community Development 2.4%
- Libraries 0.3%
- Regional Public Safety 0.6%

City Schools

SCHOOL ACCREDITATIONS

The number of Alexandria City Public Schools with full accreditation now stands at 11. The Schools which reached the state benchmark as measured by the Spring 2002 Standards of Learning (SOL) tests are: Charles Barrett Elementary, Patrick Henry Elementary, Lyles-Crouch Traditional Academy, Douglas MacArthur Elementary, George Mason Elementary, James K. Polk Elementary, William Ramsay Elementary, Samuel W. Tucker Elementary, Francis C. Hammond Middle, George Washington Middle, and Minnie Howard Ninth Grade School.

Four more schools were classified as provisionally accredited/meets state standards, which means they made significant progress toward reaching full accreditation. These schools are: John Adams Elementary, Mount Vernon Community, Cora Kelly School for Math, Science, and Technology, and T.C. Williams High.

Jefferson-Houston School for Arts and Academics was classified as provisionally accredited/needs improvement because it did not meet state benchmarks in English, mathematics, and science.

Two schools received an accredited with warning status because their pass rates were 20 or more points below the benchmarks. Maury Elementary missed the benchmarks in English and mathematics, while the Secondary Training and Education Program (STEP) missed the benchmarks in mathematics and science. Intensive local and state plans have been implemented to help these schools boost student achievement during the 2003-04 school year and beyond.

In October 2003, the Virginia Department of Education released its latest list of fully accredited schools, which includes: John Adams Elementary School, Cora Kelly School for Math, Science, and Technology, and T.C. Williams High School. The accreditation status will be based on the results of the spring 2003 SOL tests.

In addition, four schools were classified as "provisionally accredited/meets state standards," indicating the schools made significant progress toward reaching full accreditation. These schools are John Adams Elementary, Mount Vernon Community, Cora Kelly School for Math, Science, and Technology, and T.C. Williams High. Jefferson-Houston School for Arts and Academics was classified as "provisionally accredited/needs improvement" as it did not meet state benchmarks in English, mathematics, and

science. Two City schools, Maury Elementary and the Secondary Training and Education Program (STEP), received an "accredited with warning" status as their pass rates were 20 or more points below the state benchmarks. Intensive local and state plans have been implemented to help these schools boost student achievement during the 2003-04 school year and beyond.

TEACHERS RECEIVED CERTIFICATION

Ten Alexandria teachers achieved certification from the National Board for Professional Teaching Standards during 2003.

REBUILDING T.C. WILLIAMS HIGH SCHOOL

In December 2002, the Alexandria City School Board voted to approve a plan to rebuild the new T.C. Williams High School on the site where the 38-year-old high school currently sits. By choosing to rebuild the facility instead of making piecemeal renovations, the School Board opted to provide a completely new, state of the art learning environment that will be filled with high tech classrooms, inviting spaces for reading and working, and a cafeteria that will be able to accommodate all students on any given day.

The new school will feature "learning communities," where students will be organized in small learning groups for their core courses and later take elective and specialty courses with students from across the entire school. The new facility will include environmentally sustainable design concepts for greater energy efficiency and lower operating costs, including more than 30 sustainable design features such as underground water storage tanks that will recycle rainwater for toilet flushing, cooling, and irrigating athletic fields. Other sustainable design elements will include erosion and sediment control, reduced light pollution and increased use of natural daylight, recycled building materials, and water efficient landscaping. Finally, extensive planning by an educational program committee will result in more effective instructional programs for all students and will ensure that every student will graduate with a diploma and/or certificate that signifies solid preparation for postsecondary education or a career.

City Schools

EXPANSION AND RENOVATION OF GEORGE WASHINGTON MIDDLE SCHOOL

The newly renovated and expanded George Washington Middle School opened its doors with the rest of Alexandria's schools on September 2, 2003. The construction included a new sixth grade wing, media center, and auxiliary gymnasium, as well as extensive renovations to the existing building. The facility features separate "learning houses" for sixth, seventh, and eighth grade students, with administrative offices located in each house.

INCREASED INSTRUCTIONAL TIME

The academic calendar for the school year 2003-04 contains three more teaching days. The increase in instructional time is designed to impact student performance and the accreditation status of schools. Teacher contracts were extended by two days in order to accommodate the extra instructional days, with the third day previously a teacher work day. All teachers are receiving an increase in salary between $1,200 and $3,900, based on their placement on the salary schedule.

RISING SAT SCORES

Members of the T.C. Williams High School Class of 2002 that took the SAT test scored 7 points higher in verbal and 6 points higher in math compared to scores reported in 2001. A total of 364 test takers, representing 60% of graduating seniors, had a mean verbal score of 485 and a mean math score of 491 for a combined total of 976.

Over the past five years, Alexandria's verbal scores have increased by 10 points, while Virginia's have increased by 3 points, and the national average has dropped 1 point. Likewise, Alexandria's math scores have increased 13 points over five years, while state and national scores have increased 7 and 4 points, respectively.

In addition, the percentage of SAT test takers who were minorities was 59%, compared to Virginia's 32% and the nation's 35%. More ACPS students taking the SAT were from families with incomes below $30,000 (33%) than was the case for Virginia (18%) and the nation (22%). The percentage of ACPS test takers with a first language other than English was 15%, which was far higher than Virginia's 5% or the nation's 9%. A higher percentage of ACPS test takers had parents with no high school diploma than did Virginia or the nation.

Alexandria City Public Schools at a Glance

School Year 2002-2003
Enrollment 10,979
Per pupil expenditure $12,683
Operating budget $139,252,861
Capital improvement
   budget $19,600,492

Number of schools
18 (13 elementary, 2 middle, 1 ninth grade, 1 high school, 1 alternative high school)

Average class size
Elementary - 20, Middle - 21,
   Secondary -23
Percentage of students eligible for
   free or reduced price meals 50%

Graduates
Graduates (June 2002) 570
Students to post-secondary
   education 86%

Courses and scores
AP and honor courses offered
   at T.C. Williams High 19
National Achievement
   Scholarship semi-finalist 1
AP exams taken 501
AP scores of 3 or higher 340
SAT scores:
   Mean Verbal 485
   Mean Math 491

Students
Black 43.6%
Hispanic 26.8%
White 23.0%
Asian Pacific 6.4%
Native American 0.3%
Countries of birth 86
Native languages 65

Faculty
Number of teachers 1,239
Number of support staff 756
Advanced degrees 68%
Starting salary $33,800
Average salary $50,500

Volunteers
Business & community
   partnerships 145
School volunteers 2,500

More information
Web site www.acps.k12.va.us
Information 703.824.6600
TDD 703.824.6666
Job Hotline 703.824.6600
Public Information 703.824.6635
Attendance Zones 703.824.6635

Major Challenges

AFFORDABLE HOUSING

Escalating home prices and rent levels over the past five years have made Alexandria a significantly less affordable place to live, and this trend is likely to continue. The City must improve and increase its effort to provide affordable housing opportunities, both ownership and rental, to ensure that Alexandria retains its economic, racial and ethnic diversity and that Alexandria businesses are able to meet a reasonable portion of their labor needs with individuals who live in the City.

EMERGENCY PREPAREDNESS

September 11, 2001, and events since then have made all too clear the exposure of local communities to potential terrorist actions, including chemical and biological actions. The City must continue to improve its emergency preparedness, the response capabilities of its public safety first responders and other personnel, and the security of public infrastructure, including buildings and information technology systems, and must better engage the community in the entire emergency preparedness and response effort.

OPEN SPACE

Development pressures continue to cause the gradual disappearance of large residential properties and other open spaces in the City. The Open Space Master Plan adopted in the spring of 2003 by City Council identifies a number of goals and actions for the City to undertake to enhance and expand Alexandria's open space. The City must now identify strategies and, more importantly, begin to use available tools (such as zoning incentives, public/private partnerships, and creative applications of tax credits and conservation easements) that will add significant amounts of quality property to Alexandria's open space inventory over the next decade.

TRANSPORTATION PLANNING

Because of the City's location, evolving urban character, and limited roadway infrastructure, vehicular traffic, in all its manifestations, is, and always will be, one of the most significant challenges facing the City. The ongoing Comprehensive Transportation Policy and Program project is designed to take on and address this challenge, by developing a new transportation master plan for the City (which will clearly define City policies in all areas of the transportation arena), as well as a program of traffic- and transit-related projects and actions to be undertaken during the next decade that will markedly advance the policies and goals of the master plan.

PHYSICAL INFRASTRUCTURE

The physical infrastructure of the City - - e.g., roadways, sidewalks, storm and sanitary sewers, electrical, water, phone and water utilities, historic facilities, parks and public buildings - - are critical to the quality of life that residents, workers and visitors experience. While expanding the infrastructure through the construction of new facilities is important, maintaining the current infrastructure is critical, for both the current and future generations. The presently approved Capital Improvement Program for FY 2004-FY 2009, primarily due to two major projects (T.C. Williams and a new police facility), has stretched the City's ability to fund new capital projects over the next six years. As a result, in the framing of a new six-year CIP during FY 2005 budget deliberations, and in future years as well, priority consideration must be given to needed repairs, upgrades and replacement of the City's existing physical infrastructure.

WOODROW WILSON BRIDGE

Construction on the Wilson Bridge project over the past 18 months has largely been east of Royal Street. Over the next 36 months, considerably more construction will occur in the City, between Royal Street and Telegraph Road, that has the potential to impact many City residents. The City, teaming with the Woodrow Wilson Neighborhood Task Force, residential and business groups, and bridge project staff, must work to keep these impacts to the absolute minimum.

EISENHOWER EAST DEVELOPMENT

A master development plan for the Eisenhower East area was approved by Council in the spring of 2003. The dynamics of the marketplace, the types of uses desired for this area and the infrastructure needs of the area require that the City play a strong leadership role to ensure that both private and public actions in the area are consistent with the vision and principles in the adopted plan. Among the challenges are the phasing and financing of infrastructure, working with property owners to bring significant retail uses and amenities to the area, ensuring construction of open space and parks in concert with development, and establishing an ongoing property owners or business development entity that will assume a long term leadership role in the area.

Major Challenges

RETAIL AND BUSINESS STRATEGIES

The City's retail corridors must maintain their competitive edge and remain attractive to customers not only from the City, but the region as well. The City must adopt strategies and plans with specific governmental actions that will assist in achieving this. In the near future, City efforts will focus on developing strategies and plans for the Arlandria neighborhood and King Street, as well as a City-wide retail and business strategy.

MOUNT VERNON NEIGHBORHOOD PLANNING

Neighborhoods adjacent to Mount Vernon Avenue, as well as businesses along the Avenue, have seen substantial change and progress over the past five years. But a byproduct of change of this nature are pressures for more and more, and potentially too much, change — i.e., for further change which, because of its quantity, quality or timing, ends up producing an environment that is neither desired nor desirable. The City's ongoing neighborhood planning effort for Mount Vernon Avenue must address this by building a consensus among residents, business owners and property owners on the vision for the future of the Mount Vernon Avenue area, and developing means to retain the best of the existing businesses, to attract compatible new businesses, and to maintain the character and quality of adjacent neighborhoods.

DUNCAN LIBRARY EXPANSION

Expansion of the Duncan branch library, 2501 Commonwealth Avenue, is part of the currently approved Capital Improvement Program. This year, design plans and construction documents will be finalized and a construction contractor will be selected. Construction is expected to begin in June 2004 and completed in early 2005.

HEALTH DEPARTMENT AND CLUBHOUSE RELOCATION

The City Health Department and the City's Mental Health Clubhouse program are slated to relocate this year to the recently acquired building at 4480 King Street. The retrofit of this building needs to be completed for these relocations to occur. This involves the conversion of a general commercial office structure to a medical and mental health facility. Also, once the relocation of these two programs is completed, the City must adopt a redevelopment or re-use plan for the vacated Health Department facility on North St. Asaph Street, and for the vacated Clubhouse building on North Patrick Street.

POLICE DEPARTMENT FACILITIES

Construction of a new facility for the Police Department is included in the approved Capital Improvement Program, as is significant repair work on the current police facility. The City must now locate a suitable site for the new facility (a difficult task in light of the very few vacant parcels of the appropriate size and location) and then acquire it. In addition, during the next 12 months, structural plans for the first floor slab at the existing police facility must be finalized, a re-use plan for that building must be prepared, and all work on the facility must be coordinated with the very substantial Woodrow Wilson bridge construction work that will occur in the front parking lot of the facility until 2008.

T.C. WILLIAMS CONSTRUCTION

The estimated cost to construct the new T.C. Williams High School will not be finalized for several months, but there are concerns that the final figure may significantly exceed earlier projections of approximately $75 million. The City must remain firm in its commitment to provide a reasonable level of funding for a reasonably designed and equipped new T.C.

REDESIGN OF CITY WEB SITE

For the past year, staff and consultants have been studying ways to improve the City's web site, so that it is easier for visitors to navigate, and easier for staff to maintain and update. Final plans for an improved web site will be finalized this year, and the redesign of the new site will get underway.

EMPLOYEE HEALTH INSURANCE

The cost of providing health insurance for City employees and retirees continues to rise year after year. The City must explore ways of addressing these constantly rising costs in a fair and responsible manner, which may include all employees paying a portion of these costs, as well as looking at combining City and School employees into a joint contract and using increased purchasing power to leverage better cost containment.

Statistical Snapshot

POPULATION PROFILE

POPULATION
2003 Estimate	135,000
2002 Estimate	134,000
2001 Estimate	133,000
2000 U.S. Census	128,283
1990 U.S. Census	111,183

HOUSEHOLDS
2003 Estimate	65,759
2002 Estimate	65,100
2001 Estimate	64,600
2000 U.S. Census	61,889
1990 U.S. Census	53,280

AVERAGE HOUSEHOLD SIZE
2000 U.S. Census .... 2.04 persons

RACE AND ETHNICITY
	2000 Population* (U.S. Census)	Percent
White	68,889	53.7%
African American	28,463	22.2%
Asian & Pacific Islander	7,299	5.7%
Native American	255	0.2%
Other & Multiple Races	4,495	3.5%
Hispanic (All Races)	18,882	14.7%
Total Population	128,283	100.0%

The population figures by race exclude people of Hispanic origin. Hispanic people of all races are counted as Hispanic.

REGISTERED VOTERS
2003	70,810
2002	69,642
2001	72,939
2000	68,336

MEDIAN HOUSEHOLD INCOME
2002 Est. - Alexandria	$74,091
Northern Virginia	$90,129
Virginia	$51,305
2000 U.S. Census - Alexandria	$56,054

PER CAPITA INCOME
2001 - Alexandria	$49,553
Washington Region*	$41,754
Virginia	$32,338
U.S.	$30,413
1990 - Alexandria	$31,725

* Wash. D.C.-MD-VA-WV PMSA

PUBLIC SCHOOL MEMBERSHIP
June 2003	10,687
June 2002	10,737
June 2001	11,165
June 2000	10,814
June 1990	9,237

Source: US. Census Bureau: Alexandria Registrar of Voters, and Alexandria Public Schools

LAND AREA
Square Miles	15.75
Acres of Public Parks & Open Space	946.7*
Total Acres of Public Parks & Open Space per 1,000 population	7.0

Net Park Area includes parks at Cameron Station.

HOUSING

HOUSING UNITS
2000 U.S. Census	64,251
1990 U.S. Census	58,252
1980 U.S. Census	52,041

HOUSING UNITS (JUNE 2003)
Single-family Homes	21,436
Condominiums*	14,734
Rental Apartments (est.)	32,551
Total	68,721

Townhouse condos are counted as single family homes.

HOUSING UNITS BY OCCUPANCY
	Owner	Renter
2000 U.S. Census	40%	60%

AVERAGE ASSESSED VALUE (2003)*
All Residential Units**	$308,876
Single-Family Homes	$405,185
Condominiums***	$169,016

Includes new construction
** Does not include rental apartments*
***Townhouse condos are counted as single family homes.*

MEDIAN ASSESSED VALUE OF HOMES AND CONDOMINIUMS (2002)
Assessed Value	Units	Median
Less than $100,000	3,361	$80,500
$100,000-$149,999	4,839	$131,100
$150,000-$199,999	4,536	$173,600
$200,000-$249,999	4,263	$222,000
more than $250,000	19,099	$380,300

Source: Real Estate Assessor

LOCAL ECONOMY
Employment	June '00	June '01	June '02	June '03
Employed Residents	76,896	78,504	80,869	82,393
Unemployed Residents	1,298	2,178	3,032	2,282
Jobless Rate	1.7%	2.7%	3.6%	2.7%

PERSONS WORKING IN ALEXANDRIA*
4th Quarter 2002	90,087
4th Quarter 2001	91,183
4th Quarter 2000	94,195
4th Quarter 1999	90,093

Includes workers covered by State unemployment insurance.

LARGEST PRIVATE EMPLOYERS (JULY 2003)
Alexandria Hospital	1,539
Institute for Defense Analysis	1,200
American Diabetes Assoc	900
Center for Naval Analysis	600

Statistical Snapshot

Boat Owners Assoc. of the U.S. 570
Public Broadcasting 500

LARGEST PUBLIC EMPLOYERS (JULY 2003)
U.S. Department of Defense* 8,973
    Civilian 4,606
    Military 4,367
City of Alexandria 2,285
Alexandria Public Schools 2,099
WMATA (Metro)* 1,162
Northern Virginia Community College 952
U.S. Department of Agriculture 675
U.S. Postal Service 396
2002

NEW CONSTRUCTION*

	FY '00	FY '01	FY '02	FY'03
Residential	1,590	1,525	1,536	124
Commercial/Public**	$89.5	$40.9	$77.0	$149.5

* Residential starts are number of housing units. Commercial and
   public starts refer to number of square feet.
** In millions for buildings valued at $50,000 or more; foundation
   work not counted as building.
Sources: Virginia Employment Commission; Alexandria Economic Development Partnership; National Capital Planning Commission; Alexandria Department of Planning and Zoning; Virginia Department of Taxation; Virginia Housing Development Authority; U.S. Bureau of Economic Analysis and Alexandria Fire Dept., Bureau of Code Enforcement.

CITY FINANCES

BOND RATINGS
Moody's Investors Service. Inc. .... Aaa
Standard & Poor's .... A A A

ASSESSED VALUE OF REAL PROPERTY
2003 .... $19,348,250,400
2002 .... $16,132,989,000
2001 .... $14,632,349,200
2000 .... $13,295,307,700
1999 .... $12,187,519,600
1998 .... $11,605,290,200
1997 .... $11,170,803,462
1996 .... $10,942,274,132
1995 .... $10,837,313,680
1994 .... $10,818,324,153

TAXES
Real Property Tax Rate
2003 .... $1.035 per $100 assessed value
Personal Property Tax Rate
2003 .... $4.75 per $100 assessed value

City Council
2000 - 2003

Kerry J. Donley, Mayor

William C. Cleveland, Vice Mayor

Claire M. Eberwein, Councilwoman

William D. Euille, Councilman

Redella S. Pepper, Councilwoman

David G. Speck, Councilman

Joyce Woodson, Councilwoman

City Council
2003 - 2006

William D. Euille, Mayor

Redella S. Pepper, Vice Mayor

Ludwig Gaines, Councilman

Rob Krupicka, Councilman

Andrew Macdonald, Councilman

Paul Smedberg, Councilman

Joyce Woodson, Councilwoman

City Manager
Philip Sunderland

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